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JOB\$ '89: INSTITUTIONAL MANAGERS STILL UNDERPAID...48



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AUGUST 7, 1989

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*Restaurants & Institutions:
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R&I EXCLUSIVE

■ ANNUAL JOB\$ SURVEY

THE INSIDE STORY ON EXECUTIVE PAY

More execs move for money. . . Half face scaled-down benefits. . . Minorities and women still struggling . . . Bonuses now reach 45% of industry.

By Jeff Weinstein and Beth Gotschall

Today's foodservice executives, faced with increased bottom-line pressures, are working harder than ever. And the results of the 21st annual *R&I* JOB\$ survey shows they want to be paid well for their efforts.

For example, money has become an even greater motivator in making career decisions. Compared to the previous year, 33% more respondents to the 1989 survey report leaving their last job for money—not surprising since only 27% think foodservice pays well and only 25% earn more than \$40,000 a year. Even more unsettling statistics show that only 51% were satisfied with their last raise and that the average executive waits 1.7 years for a promotion.

Results also show, however, that performance is playing a greater role in compensation programs as the number of executives receiving a bonus has increased to 44%. More companies are waking up to the realization that management incentives are necessary to encourage performance.

Survey results also indicate that the implications of government regulation and escalating insurance costs are having an adverse effect on benefits plans. While good benefits plans are neces-

sary to attract top-notch managers in a competitive labor market, the number of executives facing leaner benefits packages jumped from 35% last year to 50% in 1989.

Just who are the the JOB\$ survey respondents? Two-thirds are male. The average age is 38.1 years. Almost 50% have a college or culinary degree. They have worked in the industry for 15.7 years and at 3.5 different companies. Respondents have been in their current position for 6.3 years, but 44% have been in the same job three years or less. On the personal side, 66% are married, 18% single and 12% divorced. About 66% have children (2.34 children per respondent, on average), 19% are planning a family, while 15% say they do not want to become parents.

On the following pages, along with JOB\$ survey results, *R&I* takes a personal look at how six foodservice executives feel about their compensation and benefits packages. The pervading opinion is that good salaries, benefits and bonuses have a greater effect on the morale of foodservice executives than almost any other industry. The very nature of the job necessitates strong support and monetary compensation.

& RESTAURANTS & INSTITUTIONS

THE ENVELOPE, PLEASE

The average executive salary increased from \$33,100 to \$34,500 in the past year, according to the JOBS survey. Average salaries ranged from \$36,000 in the North-east and East regions of the United States to \$31,700 in the North Central region.

Owner \$49,100

President \$56,300

*Vice president \$61,900

Regional manager \$44,300

Unit manager \$30,000

Asst. unit manager \$23,000

General manager \$37,000

Purchasing manager \$32,300

Foodservice director \$30,400

Dietitian \$27,200

Food & beverage director \$35,400

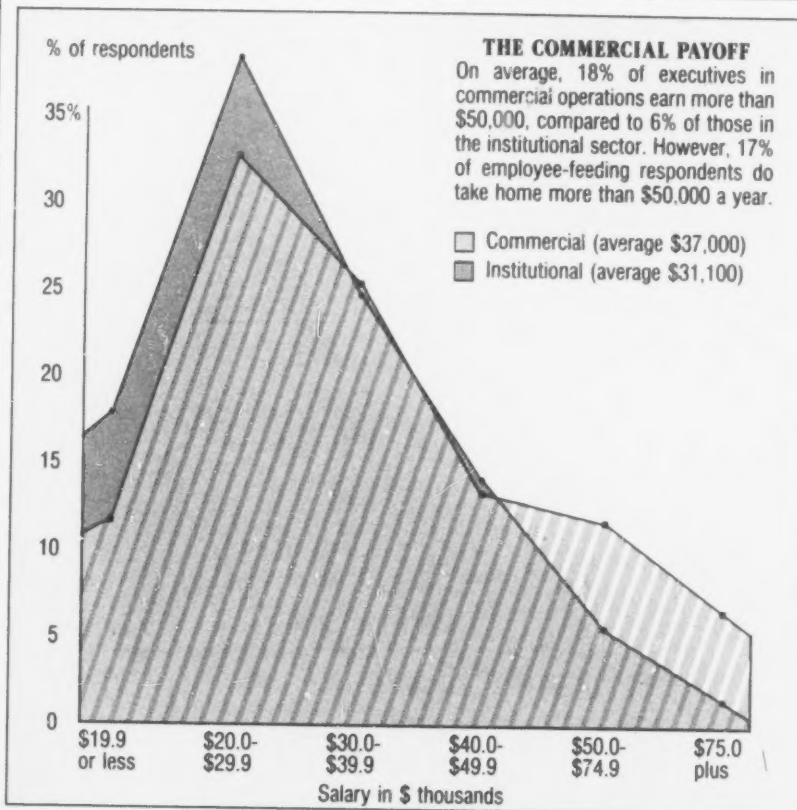
Asst. food & bev. director \$28,700

Chef/executive chef \$31,900

* For the fourth year, a large portion of vice presidents work for larger companies, creating results that indicate they earn more than presidents.

JOB\$ '89

■ SALARIES



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■ FOODSERVICE DIRECTOR

Average age: 41.4
 Average salary: \$30,400
 Average raise: 5.1%
 Average bonus: 4.4%

Maria Hassel, R.D., 47, is the foodservice director for Cook County Hospital in Chicago. She has held the position for seven years and holds a masters in dietetics and management.

"Your salary is never enough. Especially in the service sector. I think the majority of foodservice directors in institutional operations are hovering between \$28,000 and \$35,000—only a small percentage make over \$50,000. Part of the problem is that there are fewer opportunities in the institutional segment, especially health care, to achieve high-salaried jobs.

"In the commercial segment, the pyramid to the top is wider, there are more higher-paying positions on the way up the pay scale. That's not the case in institutions. I have peers whose salaries have been frozen for three or four years. I don't think you'd find that happening as often in commercial operations, especially in progressive companies. The offset is that the hours are more regular in institutions and the benefits are better—especially in a government position, benefits are fantastic. Ours are worth about \$5,000.

"One reason for problems in institutional foodservice is the fact that operators do not take the time to read and keep up on what is happening around them. There is too much complacency. DRGs were a good example. So many were caught off guard by the effects of DRGs, and when money is short, foodservice is often the first to be cut. So if you read up and prepare yourself for what's ahead, you can continue to make a profit in your operation, and the salary will follow.

"To make money in my field, you have to be a go-getter. I got a master's in management many years before it was in vogue. But I did my homework, and I set a goal that I would always try to make \$10,000 more than my age! I'm getting close to it. I update my résumé every year and have been on many interviews—there's no better way to find out what you are worth. I tell the graduate students I teach that the time to look for a job is when you are already employed, not when you are out of a job."

Maria Hassel, foodservice director at Cook Country Hospital in Chicago, set a goal to make \$10,000 more than her age in salary—she's getting close.



RESTAURANTS & INSTITUTIONS

■ PROFILE

IN BRIEF: JOB\$ SURVEY RESPONDENTS



How do you compare with the typical foodservice executive? Compared to five years ago, you are two years younger and \$6,500 a year richer. In 1984, the average raise was 8.9%, versus 5.7% in 1989.



COMMERCIAL	CHARACTERISTIC	INSTITUTIONAL
35.8 years	Age	41.2 years
14.5 years	Years in foodservice	17.2 years
5.6 years	Years in current position	7.2 years
3.8	Foodservice companies worked for	3.3
\$37,000	Annual income	\$31,100
44.8%	College or culinary degree	49.7%
63.5%	Married	69.7%
11.9%	Divorced or separated	11.9%
2.2	Number of children	2.5
6.3%	Level of last raise	5.0%
53.4%	Percentage satisfied with raise	48.3%
1.6 years	Wait for promotion	1.9 years
62.0%	Percentage receiving bonus	21.9%
9.0%	Bonus as percentage of income	4.4%

JOB\$ '89

UNIT MANAGER*

Average age: 35.3
Average salary: \$30,000
Average raise: 5.7%
Average bonus: 9.7%
*commercial

Rachelle Towne, 32, has been the unit manager of a Burger King restaurant in Carpentersville, Ill., for eight months, but brings with her 14 years of experience in the foodservice industry. In her previous jobs, she has waited tables, supervised a wait staff, bartended, worked at a country club and managed or assisted in management of several fast-food operations.

"I always made very good money waiting tables in restaurants. When I was waiting, I could rely on tips as long as everything went well. But I didn't have much of a future, I didn't have benefits, and if I got sick, I was out and I wouldn't have the money to pay for major medical problems.

"That was when I started to look into a management position with a large corporation. I had plenty of experience managing in different jobs.



Rachelle Towne, unit manager of a Burger King restaurant, has had many different jobs in food-service. She likes being part of a large corporation because of improved benefits, a clear promotion path and stability.

"The larger the corporation, the better the benefits, pay and the chance for promotion. That was part of what drew me to Burger King. Right now, I have life insurance for up to \$100,000, medical coverage with a \$50 deductible and 80% coverage after that

(including prescriptions), complete dental, two weeks of paid vacation and free meals. It's by far the best benefits package I've ever received.

"For the most part, I'm happy with my salary; I know managers at restaurants who have worked longer than I

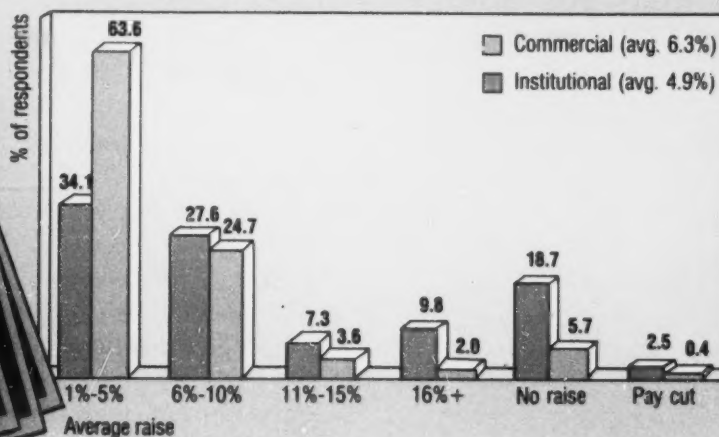
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RAISES

MAKING ENDS MEET

How large was your last raise?

It is no secret that the big money is made on the commercial side of the business. On the other hand, almost 19% of commercial respondents say they received no raise in the past year. Also, when compared to average raises received by foodservice industry executives five years ago, the numbers are discouraging. In 1984, the JOB\$ survey reported the average raise at 8.9%, towering over the 5.7% industry average in 1989. And perhaps it is no surprise that 31% of respondents supplement their income with a second job.



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JOB\$ '89

RAISES

TAKE IT TO THE BANK

Fully 66% of all respondents received a raise in connection with a promotion, ranging from 15.4% for presidents to 5.8% for dietitians. Men's raises averaged 11.4%, versus 9.7% for women.



Average raise received in connection with promotion

Position	Raise
President	15.4%
Owner	14.7
Vice president	13.5
Food & beverage director	12.6
General manager	12.0
Unit manager	11.1
Regional manager	10.8
Assistant unit manager	10.3
Foodservice director	10.2
Purchasing manager	10.2
Chef/executive chef	9.2
Asst. food & beverage dir.	8.3
Dietitian	5.8

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have who are not making as much. But then I look at the expenses in my life and I'm not so sure I'm making enough for what I do.

"There is an interesting story behind my present position. When I came on board, I was the assistant manager. But there was a corporate restructuring and a shake-up in the area and many of the higher management staff left. Two people were offered the manager position in my unit but refused under the circumstances—things just weren't stable. So, for seven months, I was doing all of the manager's duties, but without the title and accompanying raise.

"Our new regional head had a meeting at which we all had to introduce ourselves. I stood and said who I was and that I had worked at the unit as assistant manager for seven months. He said, 'Whoa, you've been in that unit for seven months already? Who is your unit manager?' to which I answered, 'There isn't one, the buck stops here.' He was very upset, and immediately promoted me to unit manager and gave me a \$5,000 raise. That really felt good. I felt I was finally getting the support and recognition I needed.

"Support isn't just monetary, though. If a manager is doing a good

job, he or she needs the freedom to make decisions, especially to groom good employees.

"A lot of times, large corporations tend to put out fires and pay attention to the worst units and are not as attentive to the units that maintain and do well—the backbone of the company. I understand that to an extent. But if I am expected to continue to do well in my unit, I need my manager to support my decisions. And he does, as does the company as a whole. That's important because if your job is awful, if every method you come up with to try and improve things is vetoed at the top, no amount of money is going to make it worthwhile to get up and go in and give it your best.

"Do I enjoy my job? Last night, I said, 'No, I don't enjoy my job.' If there was one benefit I could choose, it would be to be a human being again. When I get up in the morning, my first call is from my restaurant. When I go to bed at night, the last call I have is from my restaurant. I live, eat and breathe the business. The employees are my family. I need more in my life than my job, but I just don't have the time to find it. But today's been a good day. I received five job applications and tallied up last month's sales. I made a nice profit. Today, I love my job."

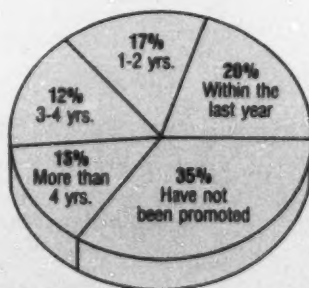
PROMOTIONS

CLIMBING THE LADDER

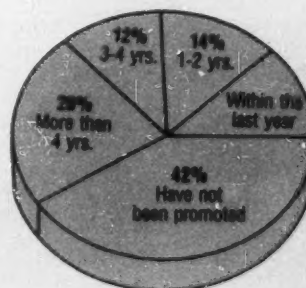
How long has it been since you were promoted?

On the commercial side, fast-food management personnel say they wait 1.92 years for a promotion. It takes an average of 2.16 years to get a promotion in the college setting, according to survey respondents. Males wait 1.7 years, versus 1.8 year for females.

COMMERCIAL (average 1.59 years)



INSTITUTIONAL (average 1.89 years)



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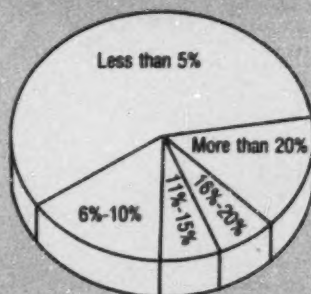
JOB\$ '89

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■ BONUSES

RIDING THE GRAY TRAIN

Bonus as a percentage of income
Bonus money accounts for the greatest percentage of total income (11%) in the family restaurant/coffee shop segment. Employee dining executives earn almost 7% of their income in the form of a bonus.



■ CHEF

Average age: 34.7

Average salary: \$31,900

Average raise: 6.5%

Average bonus: 5.5%

Richard Erskine, 25, is a graduate of culinary arts and restaurant/hotel management at Johnson & Wales College. He has been the chef at Tommy Condon's, an independent casual theme restaurant in Charleston, S.C., for the past year.



Richard Erskine, chef at Tommy Condon's Restaurant in Charleston, S.C., enjoys some unusual bonuses for work well done.

"Our restaurant has some really unusual bonuses, bonuses I've never seen offered in other restaurants I've worked in. For one thing, we have a food-cost bonus. Food costs vary from month to month, but if I can keep costs below the average, I get \$100 for each point below the average cost. I've always been pretty good at keeping costs down, but to be rewarded for it is a great incentive.

"Another thing they do, which I've never seen before, is to pay me half of any manufacturer rebates we receive. So if the manufacturer of the rice we use offers a \$150 rebate, half goes to me and the other half goes to the food cost. My boss came up with that one, and I really appreciate it. On the average, I make about \$200 a month in overall bonus money . . .

"I just got a raise four weeks ago. We had discussed the matter, but I was the one who brought it up. Then they gave me more than I asked for—I was shocked. They told me they were

happy with the work I'd been doing, and I guess they proved that. It felt great. That's the thing I love about this business: you're not just a cog in a wheel, you get to see the immediate results of your work every day. What I do makes a difference.

"I know I could make more in another industry. But I make about \$31,000, which I think is above average, especially in this area. My younger brother just graduated with a degree in computer science and is making a lot more than I am, as my mother loves to point out. But I love where I am and what I'm doing."

■ SALARIES

FOR LOVE OF MONEY

Increasingly, money is motivating executives to change jobs. When compared to 1988 statistics, 38% more 1989 JOB\$ respondents say they left their last job for money.

Left last job for more money

Operation	1988	1989
Fine dining	15.5%	26.8%
Fast food	15.2	18.6
Hotel/motel	25.9	40.0
Health care	18.2	24.5
Schools	19.7	30.1
Employee feeding	19.1	26.1
Total commercial	15.6	20.2
Total institutional	17.7	24.2
Total industry	16.5	21.9

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JOB\$ '89

WOMEN



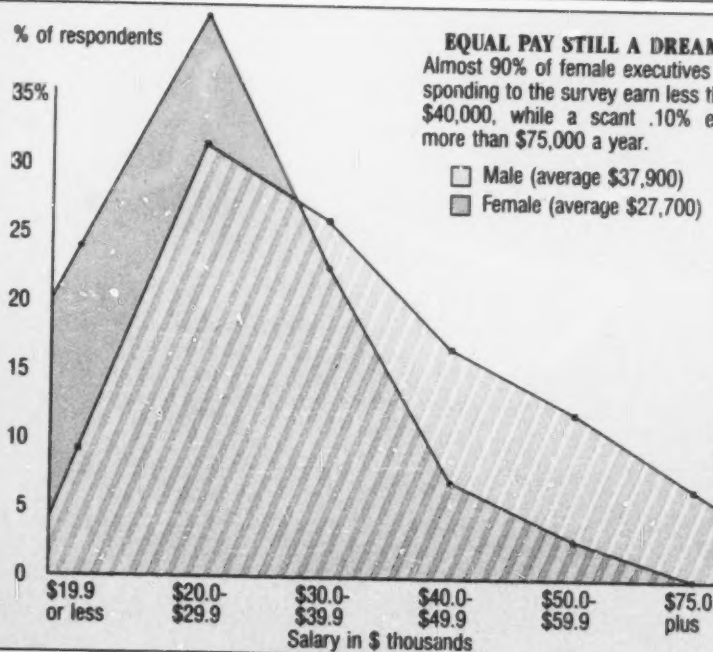
THE GENDER GAP

The JOB\$ survey reveals that the average female foodservice executive still makes 27% less than the average male. Out of 703 females reporting, only 24 earn more than \$50,000 a year, while 66% earn \$30,000 or less. Females also are surprisingly complacent, as 49% of the executives say they were satisfied with their last raise.

Category	Male	Female
Income	\$37,900	\$27,700
Last raise	6.0%	5.2%
Wait for last promotion	1.7 years	1.8 years
Raise due to promotion	11.4%	9.7%
Percentage receiving bonus	51.8%	31.0%
Bonus as percentage of salary	8.4%	6.0%

WOMEN

% of respondents



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PRESIDENT

Average age: 43.8

Average salary: \$56,300

Average raise: 6.7%

Average bonus: 15.2%

Paula Maxheim, 47, has been president of Des Moines, Iowa-based Maid-Rite Products, franchisor of 148 fast-food units, for the last eight years. Prior to that she was a senator's press secretary.

"We are working in an industry that is overpowered by men and supported by women. The political arena has made advances in equality between men and women, but I am appalled by what I see in our industry. Women who have achieved higher positions have a responsibility to be mentors and pull other capable women up through the ranks. But I also think men need to do their part as well.

"Many men hold the idea that a young woman will eventually leave to marry and have a family. And for those women who do have a family and work, the pay is often lower because there is a perception that she is mostly supported by her husband; that she is not the main breadwinner and doesn't need as high a salary.

"But we're living in a two-income society and those perceptions need to change. Too often, women aren't paid on their abilities but on what men perceive to be their need. And yet it's women's abilities that make them so invaluable."



Maid-Rite Products President
Paula Maxheim is one of few woman executives in the fast-food industry.

JOB\$ '89

INCOME

MOONLIGHTING

Approximately 31% of survey respondents have a second job or source of income, accounting for 14% of their total income.

Position	% with 2nd job	Source	% of total income
President	52%	Consultant	21%
Chef	40	Catering	10
Owner	37	Real estate	19
Regional manager	32	Salesperson	13
Dietitian	26	Consultant	12

UNIT MANAGER*

Average age: 37.2
Average salary: \$28,600
Average raise: 5.3%
Average bonus: 4.1%
* institutional

Rodney Taylor, 34, is manager of the Forty-Niner Shops, the not-for-profit foodservice and bookstore auxiliary at California State University at Long Beach.

"When I interviewed for a position in the janitorial department of the university 14 years ago, the manager at that time asked me what I would like to be doing 10 years down the road. I told him I would like to have his job. He said he would provide me with every opportunity to achieve that goal—and he lived up to it.

"He provided me with avenues of advancement and as positions opened up, I was always the most likely candidate. And believe me, I took advantage of every opportunity to go forward. I went from cook to baker to assistant manager to manager and was happy with the progress. They showed that they appreciated my work.

"It has been that way for most of my job experiences. I haven't experienced any inequality. Sure, I may have come across a manager or two that I felt were biased, but in the final analysis, it comes down to production. If you do a job well and continue to produce, you'll find that people want you there.

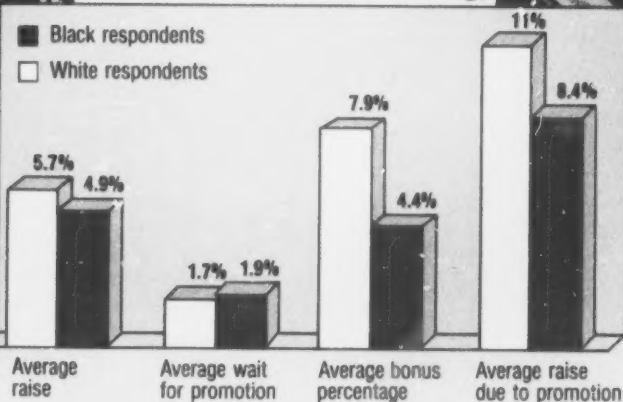
"If you have a good work ethic, you can do anything."

MINORITIES

BLACK AND WHITE

Racial equality on the job is still lacking. Blacks are receiving smaller raises and bonuses and wait longer for promotions. About 52% of white respondents were happy with their last raise, compared to 41% among blacks.

■ Black respondents
□ White respondents



Rodney Taylor, a unit manager at California State University-Long Beach, had a great manager when he started out.

JOB\$ '89

BENEFITS

CUT-AND-PASTE BENEFITS

Mixed results from the past year show that restaurant operators still are in a quandary about benefits plans. They must remain competitive to attract new workers, but some are trimming plans due to escalating insurance costs and proposed government regulations.

Change in benefits	Total	Comm.	Inst.
Added benefits	41.5%	39.3%	44.4%
Trimmed benefits	41.4	45.5	36.1
Eliminated benefits	8.6	12.0	4.0
Set up "cafeteria" plan	14.8	9.7	21.5

PERKS TODAY AND TOMORROW

Dental insurance is still in hot demand but the percentage receiving coverage has increased more than 100% since 1979. Another hot benefit: 401k plans.

Benefits	Currently receive	Added in Past Year	Would like to Receive
Paid vacation	91.4%	6.7%	1.7%
Medical insurance	87.1	16.3*	16.0*
Disability insurance	52.6	7.3	5.0
Dental insurance	51.7	21.4*	29.5
Education reimbursement	41.8	1.1	7.4
Pension plan	40.4	9.8*	22.2
Relocation costs	24.2	—	1.1
Profit sharing	20.9	2.1	13.5
Flex time	18.2	—	2.3
401k plan	15.2	9.7	6.1
Company car	13.8	—	7.0
Stock options	13.4	2.7	8.2
Paid maternity leave	10.4	—	2.1
Child-care subsidy	2.5	0.8	6.7
Optical	—	3.0*	8.2

* better or additional coverage, including 100% paid

GENERAL MANAGER

Average age: 36.4

Average salary: \$37,000

Average raise: 7.1%

Average bonus: 8.8%

Chuck Bolin, 61, has been the general manager of the Vista Hills Country Club in El Paso, Texas, for the past seven months. For 27 years, Bolin served in the Air Force, retiring as a Chief Master Sergeant more than 14 years ago.

"A good benefits package is vital to our industry. With the labor situation today, you have trouble attracting any employee, never mind the caliber of person that is going to play a major part in making your operation a quality operation.

"The benefits offered weighed heavily in my decision to take a job. The quality of the benefits make a statement about the quality of the club.

"Benefits packages have really improved over the years. Right now I receive major medical and hospitalization, three-weeks paid vacation, free meals for myself and my wife, a 40% discount on meals and merchandise for my family, disability, life insurance and a car allowance.

"They're implementing a profit-sharing plan next year and I think that will have a tremendous effect on the management staff."

Coming up: Look for JOB\$ Part II in the Aug. 21 issue of R&I. It will analyze attitudes about current jobs and what the future might hold for foodservice professionals.



Chuck Bolin, general manager of Vista Hills Country Club in El Paso, Texas, says good benefits are crucial.

ACTION EXPRESS

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Southeast: Thomas McElhinny, Regional Manager, Suite 395, 6520 Powers Ferry Rd., Atlanta, GA 30339-2911. Phone: (404) 955-6500.
West Coast: John Barkan, Regional Manager, Room 1007, 582 Market St., San Francisco, CA 94104-5311. Phone: (415) 981-2594. Rebecca Roberts, Regional Manager, 18818 Teller Ave., #170, Irvine, CA 92715-1679. Phone: (714) 851-9422.
Southwest: Thomas McElhinny, Regional Manager, 12127 Carriage Hill Dr., Houston, TX 77077-2508. Phone: (713) 497-1095. Michael Cardello, Regional Manager, Suite 515, 13740 Midway Road, Dallas, TX 75244-4314. Phone: (214) 980-0318.
Japan: Kaoru Hara, Dynaco International Inc., Suite 1003—Sun-Palace Shinjuku, 8-12-1 Nishishinjuku Shinjuku-ku, Tokyo 160, Japan. Phone: (03) 366-8301.

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